



CONTRACTORS SUPPORTING COMBAT OPERATIONS

A FAILURE OF IMAGINATION

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Prevalence of Contract Support For Combat and Contingency Operations

- Post-Cold War Peace Dividend
- Reduction in Force Structure
- Outsourcing in public and private sectors
- LOGCAP - pioneering effort
- Sophisticated weapons - total system support contracts
- Specialized support
- “Tooth”/ “Tail” mix in military

Public Debate and Political Controversy

- Effectiveness vs Efficiency
- Commander vs Contracting Officer
- Arm's length relationship vs "One team/one fight"
- Contracting rules and oversight
- Total force but...
- Bureaucratic response
- Politics

IRAQ AND CURRENT POLICY

- Focus of much attention for obvious reasons
- “If it ain’t broke, don’t fix it?”
- What’s wrong, what’s right?
- How many are over there?
- Who is in charge?
- A management, legal, moral problem?
- Influence on recent policy developments

Examples From Other Conflicts and Countries

- LOGCAP and other combat support contracts have worked
- LOGCAP and the East Timor Operation
- Examples From World War II
- Other Countries

Top Level Issues Overlooked or in Flux

- Unity of Command (where do contractors fit?)
- Logistics for Joint Operations
- Common Standards for Personnel in the Combat Zone
- The basic systemic issue with our “contracting” system